

ASSESSMENT OF MANAGERIAL KNOWLEDGES AND ABILITIES

1. As used in this attachment, the term "assessment" refers to determining or making judgments about the degree to which individuals possess the knowledges and abilities required for particular managerial positions. Agencies must establish procedures to determine whether managers and potential managers (normally GS 13-15) need additional developmental experiences to acquire or sharpen the knowledges and abilities required for maximum effectiveness in particular managerial positions.
2. It is important to remember that Federal employees are usually selected for their first managerial position on the basis of performance in non-managerial positions; i.e., demonstration of a high degree of technical expertise in their occupational field and some proficiency in supervising the work of others. However, despite the fact that these individuals may be qualified for a particular managerial position under existing qualifications standards, they usually have not had the opportunity to acquire or develop all of the managerial knowledges and abilities required to a uniformly high degree. Except in rare cases, one can only develop a high degree of managerial expertise by actually performing managerial functions.

Accordingly, for each Federal organization to effectively use the guidance contained in the previous attachments, it must:

- a. Interpret and elaborate each of the listed managerial knowledges and abilities to accurately reflect individual agency or component missions, functions and program requirements. This should be a continuing process because of the dynamic nature of the Federal sector environment.
- b. Determine the relative importance of each knowledge and ability for maximum effectiveness in particular managerial positions.
- c. Assess the extent to which individuals possess the knowledges and abilities required in agency managerial positions. Various systems for determining or judging the degree to which individuals possess these elements are described in the Commission publication Considerations in the Identification of Managerial Potential (EMMTAP No. 1, September 1973). Although this publication is intended primarily to provide information on systems to identify potential managers, the various techniques described therein are also applicable for assessment of the managerial knowledges and abilities of present managers.